

HR Excellence in Research: HR Action Plan 2018-2023

Amended version (2021-2023)



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INTRODUCTION WORD

During 2018–2020, we formulated many new rules, procedures and policies in the area of HR, starting with the career system, followed by the recruitment policy, the onboarding system, and others. Internal discussions about these policies and rules were demanding and delicate, but were definitely worth it. With a vision of reaching a broad consensus and having our researchers on board, we invested quite a lot of time into internal discussions. **For the period of 2021–2023, we want to focus on the proper implementation of policies and systems developed in the past two years, and to open several new topics as well.**

In the previous period, we learned that the **involvement of researchers in the HR Award implementation is essential**. The narrow view of management or administrative departments must be widened by the view of researchers at all career stages. In the upcoming three years, we want to focus on communication and cooperation between researchers, management and administrative support staff.

From 2021 to 2023, we aim to **strengthen cooperation with group leaders and heads of workplaces as key players in the HR management**. The Institute's management defines standard rules and procedures to be followed (e. g., recruitment rules, evaluation system, onboarding procedure) and provides administrative support to the implementation. But **the real experience of employees comes primarily from the direct relationship and cooperation with her/his superior (group leader)**. **Group leaders are those who hire people, conduct interviews, directly influence the career prospects of her/his team members, lead evaluation interviews, build a group's internal working conditions and define its internal culture, etc.** Without cooperation and joint consensus between management and group leaders, the HR Award action plan implementation would never meet its goals and long-term sustainability. Besides the strengthening of communication and cooperation with group leaders, we want to continue to provide them with the means of their development, offering them various types of training opportunities.

SUMMARY OF ACTIONS AND THEIR TIMING

The first HR Award Action Plan contained 54 actions. Amended action plan includes 33 actions (17 new actions, 16 actions to be completed from the previous plan). 70 % of all actions as defined by the HR Award Action Plan (2018) were successfully completed.

Status (as of 4Q 2020)	No. of actions	%
Completed	38	70 %
In progress	4	8 %
Extended	12	22 %
Total no. of actions (Action Plan 2018)	54	100 %
New	17	-
Actions from the previous plan	16	-
Total no. of actions for 2021-2023	33	-

The following table shows actions to be completed in the given year. Many actions are initiated 12–24 months before their completion date. Priority and complex actions are **highlighted in blue**.

2021 9 actions	<ol style="list-style-type: none"> 1. Orientation of new employees: <ol style="list-style-type: none"> a. Launch of new orientation system (process) for new employees 2. Recruitment: <ol style="list-style-type: none"> a. Update of Director’s Measure No. 5/2016 Rules of Tenders for Employee Recruitment b. A career webpage will be developed as part of the recruitment and orientation process c. Analysis of available and efficient ways for promotion of new vacancies will be done d. All open vacancy templates will be updated, implementing the new recruitment policy and OTM-R principles and principles of gender-neutral (gender-sensitive) language 3. Gender Equality Plan: <ol style="list-style-type: none"> a. A new Gender Equality Plan for 2021–2023 will be formulated and adopted, including its publication on the CEITEC MU website
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	<ul style="list-style-type: none"> b. A gender sensitive communication policy will be defined and disseminated 4. Stability/security: <ul style="list-style-type: none"> a. Regular HR data monitoring will also include information on permanent/temporary contracts. Management will evaluate the share of permanent/temporary contracts 5. ORION project implementation (Open Science, RRI)
<p style="text-align: center;">2022 12 actions</p>	<ul style="list-style-type: none"> 1. Career system and development: <ul style="list-style-type: none"> a. Overall analysis to define various types of mobility, gather quantitative and qualitative data on the most common barriers for mobility and focus on questions of possible budget evidence centralization, definition of expectations, etc. b. A mentoring system will be specified, promoted and supported (starting already in 2021) 2. PhD students: <ul style="list-style-type: none"> a. Unification of standards for CEITEC PhD students – memorandum on cooperation among the campus faculties and CEITEC MU (starting already in 2021) b. A pilot industry PhD programme will be designed 3. Wage policy: <ul style="list-style-type: none"> a. Analysis of wage levels will be prepared, including gender pay gap analysis 4. Annual evaluation: <ul style="list-style-type: none"> a. A procedure of annual evaluation interviews will be established b. Monitoring for the system of annual evaluation interviews will be designed and launched 5. Training: <ul style="list-style-type: none"> a. Evidence of employees' training will be established and used for career development 6. Working conditions: <ul style="list-style-type: none"> a. A system of feedback collection and analysis will be established (exit interview/questionnaire) b. Support of networking opportunities (incl. mini teambuilding activities) 7. Gender Equality Plan: <ul style="list-style-type: none"> a. Addressing sexual harassment in the research environment 8. Open Science approach will be further strengthened and unified
<p style="text-align: center;">2023 10 actions</p>	<ul style="list-style-type: none"> 1. Raising cooperation among researchers and administrative staff and researchers' involvement in developing new policies, norms, actions through joint working groups on specific topics (starting already in 2021) 2. Annual evaluation: <ul style="list-style-type: none"> a. Regular evaluation of group leaders will be designed, focusing on managerial and supervisor performance (starting already in 2021) 3. Wage policy: <ul style="list-style-type: none"> a. A new internal wage policy, which will be in line with the career system, will be adopted b. Particularly in the group of group leaders and core facility heads, transformation to the system of contractual salaries will be considered 4. Recruitment policy: assessment of the recruitment policy implementation

5. Training: Leaders Training Academy

6. Support for mobility:

- a. Increase of early-stage researchers' mobility through improvement of administration support and information service

7. Alumni network ambassador/coordinator appointment and formulation of long-term strategy and action plan for the alumni network **(starting already in 2021)**

8. Communication:

- a. **"Ideas catcher"** – support of bottom-up communication through collection and assessment of employees' ideas
- b. **HR Award staff survey** – results of the survey will serve for on-site visit preparation, assessment of the progress and formulation of the new 2024–2026 HR Award action plan

DETAILED ACTION PLAN (2018-2023)

No. 1	Action	Status (new, in progress, completed, extended) ²	Remarks	Deadline (Q YEAR)	Responsible Unit	Indicator(s) / Target(s)
1	ETHICS: (open) data management policy is to be developed and implemented	Completed	<p>The research data policy was developed in cooperation with the IT committee of the Institute (composed of group leaders that were nominated by research centre heads, and appointed by the director) and was discussed under the scope of the Director's Board (HR Award Steering Committee). The research data policy aims to provide CEITEC MU researchers with basic definitions, rules, responsibilities, and conditions of data ownership and data management. The policy is in the form of a binding document (Director's Measure) and was approved at the end of 2020. The policy is available at:</p> <p>https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2020_04_-_research_data_policy/?lang=en. Related to the research data policy, an internal norm on acquisition and storage of research data, including methodology and template of the laboratory diary, was approved (see action no. 17), available at:</p> <p>https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/research_data_measure/?lang=en.</p>	4Q 2020	Scientific secretary	Data management policy adopted (document)

¹ Unique number of the action in the Euraxess online form.

² **New** = new action that was not included in the original HR Award Action Plan; **in progress** = deadline of the action is in the future; **completed** = successfully finished/implemented action; **extended** = deadline was postponed.

2	ETHICS: preparation for and implementation of new GDPR rules (the perspective of research groups and core facilities)	Completed	<p>CEITEC MU has issued internal guidelines that implement the MU internal regulations (specifically Masaryk University Directive No. 1/2018 – <i>Protection and Processing of Personal Data</i>, available at: https://is.muni.cz/do/mu/Uredni_deska/Predpisy_MU/Masarykova_univerzita/Smernice_MU/SM01-18/102214928/MU_Directive_No._1_2018_-_Personal_Data_Processing_and_Protection.pdf) and specifies the basic obligations of employees and students to ensure the protection of personal data at CEITEC MU. At the same time, these guidelines comply with the requirements of generally binding legal regulations, in particular Act No. 110/2019 Coll., on Personal Data Processing, and Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and the free movement of such data. Within the implementation, individual guarantors of compliance with GDPR rules were appointed, and all employees have been acquainted with the above-mentioned regulations and the obligations arising from them. We work with the GDPR rules continuously in connection with all areas in which the GDPR is reflected, e. g. data policy, etc.; several training workshops on GDPR were organized for employees responsible for GDPR compliance.</p>	4Q 2018	Operations department	Internal rules of GDPR adopted (document); organized training workshops on GDPR
3	ETHICS: Director's Measure on project preparation, implementation and sustainability will be adopted	Completed	<p>The Director's Measure on rules of preparation, implementation and sustainability of projects at CEITEC MU was developed, approved, and adopted in 2018. The measure summarises the rules and responsibilities of the project agenda. The measure was introduced to the researchers in 4Q 2018. The implementation of the measure was monitored, and the need for a further update/amendment has not yet been identified. Available at: https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2018_04_-_pravidla_pripavy_realizace_a_udrzitelnosti_projekt/</p>	1Q 2019	Grant administration department, Grant office	Internal norm on projects' preparation, implementation and sustainability adopted (document); annual assessment of the implementation of the Director's Measure on project preparation,

						implementation and sustainability (incl. decision on the update of the rules if needed)
4	ONBOARDING: orientation of new employees: system of new employees' orientation will be defined, combining roles of head of the workplace and HR department representative	Completed	In 2020, an orientation of new employees (onboarding) system was formulated, based on the primary role of the head of the workplace (i.e., group leader, core facility head, or head of the department), as well as the professional, standardised support of the HR department (HR manager). The standardised part of the system, which is the same for all employees, was established based on several informational sources, which include the brochure <i>Your Guide to CEITEC MU</i> (available at: https://is.muni.cz/do/ceitec/new_employees_guide/ , which is located on the document server for employees), as well as a special web portal that helps researchers with the orientation of the administrative agenda and provides the contact information of administrative support staff (available at: http://admin-muni.ceitec.cz/en/). The onboarding system also includes templates of the general adaptation plan and interviews (which take place at the beginning and the end of the probation period). In January 2021, the director issued a Director's Measure on onboarding of new employees (available at: https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2021_01_-_adaptace_zamestnancu_ceitec_mu/).	2Q 2020	HR department	Internal norm on onboarding process adopted (document)
5	ONBOARDING: orientation of new employees: information package for new employees will be prepared, offering written	Completed	A brochure for employees called <i>Your Guide to CEITEC MU</i> was issued in both Czech and English version (available at: https://is.muni.cz/do/ceitec/new_employees_guide/). This document describes all of the aspects of working at CEITEC MU. The brochure is distributed to all new employees before they begin employment at CEITEC MU, and is also available on the document server for all	1Q 2020	HR department	Information brochure for new employees prepared and disseminated (document); web

	information on various aspects of working at CEITEC MU (incl. practical information e. g. on how to apply for vacation, check-list for newcomers, etc.)		current employees. The document is regularly updated. Moreover, a special web portal that helps researchers with the orientation of the administrative agenda and provides the contact information of administrative support staff was launched (available at: http://admin-muni.ceitec.cz/en/). In future, we aim to monitor how much are all information sources used, and update them regularly.			portal for employees launched
6	ONBOARDING: orientation of new employees: Launch of new orientation system (process) for new employees	In progress	The pilot for the onboarding process for new employees (adaptation plans and interviews), based on the defined onboarding system will be launched in 2021. Some aspects of the process have already been implemented (e. g., distribution of the informational brochure for new employees, called <i>Your Guide to CEITEC MU</i> , available at https://is.muni.cz/do/ceitec/new_employees_guide/).	2Q 2021	HR department	INDICATOR: number of new employees that went through the orientation procedure; TARGET: All employees undergo the orientation procedure
7	ONBOARDING: orientation of new employees: Work@CEITEC_MU webpage will be developed as part of recruitment and orientation process	Extended	The structure and content of the new “Career” section of the CEITEC MU website was prepared. This section will include open vacancies, reasons to work at CEITEC MU, the benefits of working in Brno, Czech Republic, information about the “Welcome Office” for foreign employees, and how the recruitment procedure is organised at CEITEC MU (this is linked to the new recruitment policy). In 3Q 2020, the graphic design of the webpage was prepared. The new design and content will be implemented in 1Q 2021. This section will be tested and controlled in 1–2Q 2021, and launched in 2Q 2021, at the latest. Originally, the Work@CEITEC_MU webpage was not planned as part of the general CEITEC website facelift. Merging these two projects/activities together led to postponing the deadline (from 2Q 2020 to 2Q 2021).	2Q 2021	Director’s office	Work@CEITEC_MU website launched

8	ETHICS: TT strategy will be internally discussed and formulated	Completed	In 2018, the CEITEC MU technology transfer strategy was formulated and discussed with key scientists in the application sphere at CEITEC MU. The technology transfer activities are regularly reported to the management.	3Q 2018	Research and innovations support department	TT strategy formulated (document)
9	ETHICS: a discussion at the university level on the university repository for archiving outputs produced by researchers will be initiated	Completed	The system of archiving research outputs at the university repository at Masaryk University has been systematically discussed under the recently established Open Science Advisory Board (OSAB). The OSAB brings together representatives (experts) from all Masaryk University faculties that have been meeting every month since January 2020. More information is available here: https://openscience.muni.cz/en . Further actions regarding the university repository, that are (inter alia) derived from the work of the OSAB, have been formulated in the updated 2021–2023 HR Award action plan (see action no. 64).	4Q 2019	Scientific secretary	Meeting minutes
10	OPEN ACCESS: ORION project will cover all RRI activities implemented in the period of 2017–2021 at CEITEC MU. Individual activities and outcomes are not stated here and will be implemented in line with the project plan.	In progress	CEITEC MU fulfils Responsible Research and Innovation (RRI) activities under the ORION project. CEITEC MU is the leader of Work Package 2, and all deliverables related to it have been fulfilled (i.e., an analysis of knowledge and practice about Open Science and RRI, and the organisation of National Stakeholder Workshops on Open Science in the Czech Republic). CEITEC MU also co-organised a public dialogue on Open Science in the Czech Republic (Work Package 3). The results of the ORION project were presented at national and international events. The CEITEC MU Open Science website (http://openscience.ceitec.cz/) was created, and news about Open Science and RRI are regularly published in the CEITEC MU monthly internal newsletter. Additionally, CEITEC MU has a representative in the Citizen Science Expert Committee under the ORION project. The CEITEC MU representative is the coordinator for Open Access for the science-technology-medicine fields at Masaryk University for the university project on the topic of Open Access. This representative is a member of the Open Science core team at	3Q 2021	Research and innovations support department	Regular report on Open Science ORION web page; internal newsletters (Open Science section)

			Masaryk University and works on the revision of existing documents, repository and data storage, and provides direct support for research and administrative staff at Masaryk University. CEITEC MU is active in Open Access initiatives, and trains researchers and administrative staff on the topic of Open Science. Every year (since 2018), an analysis report is prepared on Open Access at CEITEC MU, and includes a summary of activities on the topics of Open Science and RRI.			
11	ETHICS: relevant heads of workplaces (research groups, core facilities) will determine a responsible person for each laboratory	Completed	The laboratory managers have been appointed by the responsible persons (i.e., group leaders and core facility heads). Regular meetings of laboratory managers are organised. This platform of laboratory managers shares all relevant information regarding the operation of buildings and laboratories that have an impact on research groups and the core facilities.	4Q 2019	Operations department	Evidence of laboratory managers established (document)
12	EHITCS: the list of responsible persons for CEITEC MU laboratories will be kept updated	Completed		3Q 2020	Operations department	Evidence of laboratory managers is updated regularly (document)
13	IT POLICY: IT policy will be adopted	Completed	The IT policy was formulated by the IT committee (composed of group leaders that were nominated by research centre heads, and appointed by the director). The policy was discussed at the Director's Board meeting and approved by the director in 4Q 2019. The document was published on the shared document server, and is available to all employees. It focuses on the description of standard IT support for workstations and data archives, the operation of computer clusters and data warehouses, and an overview of further IT development at CEITEC MU. Implementation of the IT policy is supervised by the IT committee with the support of the Operations department.	4Q 2019	Operations department	IT policy adopted (document)

14	IT POLICY: internal promotion campaign will be designed and launched	Completed	The promotion of the IT policy was carried out in the internal newsletter (May 2020) that is distributed to all employees and PhD students at the Institute. During an internal discussion, it was agreed that the IT policy is particularly relevant for group leaders and core facility heads. Each new group leader and core facility head will be informed about the IT policy.	2Q 2020	Operations department	IT policy published on the document server and promoted in the internal newsletter
15	IT POLICY: information on IT policy will be included in the information package for new employees	Completed	During an internal discussion, it was agreed that the IT policy is particularly relevant for group leaders and core facility heads. Each new group leader and core facility head will be informed about the IT policy. Information will be added to the adaptation (onboarding) plan for group leaders and core facility heads (as planned in the 2021–2023 HR Award action plan, see action no. 6).	2Q 2020	Operations department	IT policy published on the document server and promoted in the internal newsletter
16	ETHICS: lab books will be designed for group leaders and distributed centrally	Completed	The laboratory books template has been designed and is accessible to all researchers.	2Q 2019	Scientific secretary	Lab books templates designed and disseminated
17	ETHICS: internal norm on evidence and archiving lab books will be adopted	Completed	The Director's Measure on the acquisition and storage of records of research activities at CEITEC MU has been developed, approved, and adopted. The measure is accompanied by a guide to the storage of laboratory records - laboratory books. Available at: https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/research_data_measure/	4Q 2020	Scientific secretary	Internal norm on evidence and archiving lab books adopted (document)
18	EVALUATION: annual evaluation of group leaders will be designed, focusing on managerial and supervisor performance. The	Extended	The proposal of the Leadership Policy and Practice document was prepared by the HR Award Working Group. The document provides general rules and describes the practical aspects of the evaluation process. An internal discussion will be launched in 1Q 2021 (the proposal of the evaluation system is to be discussed with the director and deputy director for research), with an expected duration	2Q 2023	HR department	INDICATORS: Guidelines for group leaders' regular evaluation; number of evaluation meetings per year

	evaluation will be closely linked to training offered for group leaders.		of the discussion at various forums until 4Q 2021. The pilot evaluation will be implemented in 2021/2022. We expect an assessment of the pilot test in 2022, and full implementation in 2Q 2023.			(held by director with group leaders); assessment report on the pilot evaluation interviews with group leaders; TARGET: all junior group leaders are evaluated as managers/supervisors at least every two years
19	RECRUITMENT: a new recruitment policy will be defined and adopted. The recruitment policy will clearly define responsibilities and expectations related to the given position. Such a policy will implement OTM-R principles and gender equality principles (as already identified in the institutional gender equality plan). The policy will also be published online.	Completed	The recruitment policy was an essential element of the implementation of the HR Award in the reported period. The policy was broadly discussed with group leaders, the Director's Board (HR Award Steering Committee), and the Scientific Board. The recruitment policy was formally approved by the director in 4Q 2020. The policy has been published on the institutional website here: http://muni.ceitec.cz/en/hr-strategy-hrs4r/ (see bookmark "Recruitment Policy" on the left side of the screen). Direct link to the document: https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcie/CEIT_EC-MU_Recruitment_Policy_Final_2020-11-24_Approved.pdf . For the upcoming period, the HR Award action plan includes actions related to implementation of the policy (see actions no. 22, 23, 56 and 57).	4Q 2020	Scientific secretary	Recruitment policy adopted (document)
20	RECRUITMENT: training for committee members	Completed	The training for recruitment committee members, in accordance with the recruitment policy, was designed during 2Q 2020.	4Q 2020	Research and innovations	INDICATORS: number of training sessions; number of

	will be designed and offered.		Training includes three parts, with a total time allowance of 15 hours. The first part is dedicated to a recruitment workshop, the second part is focused on employee adaptation, and the third part is focused on evaluation interviews. The training is mandatory for group leaders, core facility heads, and the heads of administrative departments. The recruitment policy formulates an obligation of all committee members to be trained in the area of recruitment. In 2020, 21 people were trained in the area of recruitment practices by means of intensive online training. Further, 28 employees will receive the e-learning course in 1Q 2021. For new hiring managers and members of recruitment committees, there are two options of completing the training available – e-learning tool, or repetition of the training in the future.		support department	trained committee members; TARGET: all members of recruitment committees are trained in the area of recruitment best practices
21	RECRUITMENT: all open positions will be advertised by the HR department, based on requirement of the group leader and in line with systemization of job positions. This will be included in the recruitment policy.	Completed	The requirement to always contact the HR department and to advertise the open position is stated in the approved recruitment policy. The formal obligation will be included in the Director's Measure on recruitment procedure (see action no. 56) too.	4Q 2020	HR department	Recruitment rules adopted (document); statistics on recruitments reported
22	RECRUITMENT: an analysis of available and efficient ways for promotion of new vacancies will be done to provide researchers with information on new ways to advertise positions and	Extended	The HR Department prepared a summary of platforms that are currently used to advertise positions. An analysis of possible new options, and of effectiveness of the currently used platforms, will be prepared in the upcoming period (as part of the recruitment policy implementation). Hiring managers will be thus offered a list of ways for promotion of new vacancies, tailored to a particular position (e. g. for postdocs, for technicians). We expect that this will contribute to an increase of quantity and quality of candidates applying for any open position at CEITEC MU.	2Q 2021	HR department	List of available ways for promotion of new vacancies; Statistics on recruitment reported

	reach more candidates with increased quality					
23	RECRUITMENT: all open vacancy templates will be updated, implementing the new recruitment policy and OTM-R principles and principles of gender-neutral (gender-sensitive) language	Extended	Universal templates for advertising various positions (according to the career system categories) were created in both Czech and English, which include a frame of advertising with all of the stylistic and informational requirements. The head of the workplace only fills in the part that informs the applicant about the scope of work and requirements that the candidate should meet. The templates were reviewed for compliance with gender-sensitive language. The action is to be completed after a final review by the HR Award Working Group in 1Q 2021.	1Q 2021	HR department	Updated templates for research positions (documents)
24	RECRUITMENT: an informal inquiries tool will be promoted to be used as a standard part of the recruitment procedure, esp. in senior positions	Completed	All advertisements for senior level positions include a contact for informal inquiries, who can provide the candidate with additional information (e. g., working environment, available core facilities, etc.). If the questions involve professional aspects, this person is typically the deputy director for research or the deputy director for research infrastructure. Candidates' general questions are handled by the HR department.	1Q 2020	HR department	Updated templates for research positions
25	ALUMNI: an alumni network will be established and will serve (not only) as a part of recruitment strategy	Completed	An alumni network was established in the form of LinkedIn and Facebook community groups in December 2020. When the network was established, the group of CEITEC MU alumni members had 11 former employees. Using social media, the Institute shares updates on open vacancies, invitations to relevant events, and news about research topics (e. g., projects, publications, awards, etc.). Alumni members create a pool of potential speakers for CEITEC MU events. In future, we expect further development and an extension of active cooperation with alumni members.	4Q 2020	Director's office	Alumni network established; number of alumni network members

26	CAREER: a debate with the rector's office and faculties will be initiated regarding unification of standards for CEITEC PhD students	In progress	The discussion on the unification of educational standards for CEITEC PhD students was initiated by the vice-deans for research of the Faculty of Medicine, the Faculty of Science, and the scientific secretary of CEITEC MU. The discussion resulted in the formulation of a memorandum on the cooperation on doctoral studies, which declares the willingness of the faculties to discuss common standards. In some aspects, the standards have already been unified (e. g., requirements on mobility). We expect the signing of the memorandum by all parties at the beginning of 2021. The discussion will continue in the upcoming period, specifying particular details of the memorandum implementation.	4Q 2022	Scientific secretary	Memorandum on the cooperation on doctoral studies signed
27	RECRUITMENT: an analysis of available e-tools for recruitment will be prepared	Completed	The aim to increase the usage of e-tools for the recruitment procedure is stated in the recruitment policy. Many group leaders commented on the recruitment policy positively, particularly because it amplifies this issue. In 2020, Masaryk University launched a working group on using an internal university information system for the electronic organisation of the recruitment procedure, which includes a collection of applications, an automatically generated list of applicants, a long list and a short list of people invited for interviews, and interview minutes (the basic structure). In 3Q 2020, we started using the developed e-tool for collection of applications, and managing the recruitment procedures.	4Q 2020	HR department, scientific secretary	Based on the prepared analysis a new e-tool for applications' collection and management of the recruitment procedure is in use
28	TRAINING: training for recruitment committee members, which will be in line with stated recruitment policy, will be prepared and regularly organized. The training will also cover the area of avoiding unconscious bias during the recruitment procedure.	Completed	Group leaders, core faculty heads, and heads of administrative departments participated in extensive training on recruitment, onboarding, evaluation, and leadership skills in November 2020 (see action no. 20). The training was online, due to the coronavirus situation, and was divided into three workshops (15 hours of training in total). The trainer prepared written background materials as well. The feedback was collected, and its results will be used for additional improvement in the area of training for recruitment committee members and hiring managers.	4Q 2020	Research and innovations support department	Training design (document); number of trainings; number of trained people

29	CAREER: a career system will be approved. The career system will clarify research career track, life cycle of research group, options for career development, etc.	Completed	The CEITEC MU career system was developed, approved, introduced to the community, and fully implemented. The document outlines possible career tracks at CEITEC MU, individual career development, and the life cycle of research group. Other relevant HR documents were reviewed and adjusted to be in line with the CEITEC MU's career system. The career system is available at: https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2018_09_-_karierni_system/ Employees were informed about the new career system by various means, including a seminar for employees, discussion of PhD students with the director, internal newsletter, article on web page, etc. However, we have some indications showing that the awareness of the career system and internal acceptance of the rules is not sufficient, which we want to take into account for the following period, see action no. 70.	4Q 2018	Scientific secretary	Internal norm - Career System (document)
30	CAREER: focus groups with early-stage career researchers (PhD students and postdocs) will be held with the aim to find reasons for being dissatisfied with selected aspects of their stay at CEITEC MU	Completed	Two focus groups (platforms) were established. The first group composed of members of the PhD student community, and the second group of postdocs. The platforms discussed topics such as career paths, grant opportunities for postdocs, training and development plans, technology transfer, and organisation of a postdoc retreat. The number of participants varied from around 5 to 50, depending on the chosen topic. Communication with early-stage researchers is ongoing, and is ensured by the strategy and science department, which is responsible for the career development of this group of researchers. Inputs by early-stage researchers were presented to the management and used in following actions.	4Q 2018	Research and innovations support department	Number of focus groups established; minutes from focus groups meetings; number of attendees of focus groups
31	WORK–LIFE BALANCE: portal on work–life-balance will be launched with the aim of raising awareness, promoting internal WLB policy of the Institute and also receiving feedback and	Completed	The work–life balance portal was launched in June 2018 (http://muni.ceitec.cz/en/hr-strategy-hrs4r/ , section “Work–Life Balance”) as an informational source for all employees. The portal includes basic information about the importance of proper work-life balance, a formal institutional work–life balance policy, and two self-assessment tools that are offered to employees, to be used during annual interviews with Heads of workplaces. The portal was promoted in the CEITEC MU monthly internal newsletter, at various	3Q 2018	Director's office	WLB portal launched

	proposals from employees		internal events for employees, and is promoted in the brochure for new employees (<i>Your Guide to CEITEC MU</i> , available at https://is.muni.cz/do/ceitec/new_employees_guide/). The agenda of the work–life balance policy was formally handed over to the HR department by an amendment to the Director’s Measure <i>Organisational Structure of CEITEC MU</i> that defines an agenda of all administrative departments.			
32	STABILITY/SECURITY: action plan aiming to minimize perceived instability by employees will be formulated and implemented. It should cover activities such as: a) employees will receive information on type of contract (permanent/temporary) and duration of their assignment before they enter CEITEC MU (to be included in the recruitment procedure).	Completed	Information about the type of contract (i.e., fixed/indefinite period) is part of the job offer that new employees receive before beginning employment at CEITEC MU. Job offer templates have been created so that this information is included in each job offer. When something changes, the employee is informed in advance, and the changes proposed by his/her supervisor are discussed with him/her. In the case of termination of employment, the employee will receive this information at least 3 months in advance.	2Q 2020	HR department	Job offer template (document); % of employees with temporary contracts (disaggregated by position, gender)
33	STABILITY/SECURITY: an action plan aiming to minimize perceived instability by employees will be formulated and implemented. It should cover activities such as: b) regular HR data monitoring, which will also include information on permanent/temporary	Extended	HR monitoring report was amended with new tables on share of employees with fixed/indefinite contracts (disaggregated by position category and gender). At the beginning of 2021, a report which monitors the fixed/indefinite contracts for all employees in 2020 will be prepared and presented to the management for the first time. Furthermore, any changes in the length of contracts will be monitored and evaluated, and if any discrepancies occur, processes will be established to eliminate them.	1Q 2021	HR department	% of employees with temporary contracts (disaggregated by position, gender)

	contracts. Management will evaluate share of permanent/temporary contracts.					
34	STABILITY/SECURITY: an action plan aiming to minimize perceived instability by employees will be formulated and implemented. It should cover activities such as: c) contracts will be prolonged for longer than a 1-year period, if this is in line with project source period.	Completed	Changes in the length of employment contracts are the responsibility of the heads of workplaces (group leaders, core facility heads, heads of departments), who always evaluate the current possibilities of setting up employment relationships and communicate with employees in advance about how their contracts will be concluded/changed. The career system provides information on the usual/recommended length of the employment for each position at CEITEC MU.	2Q 2020	HR department	HR monitoring reports
35	STABILITY/SECURITY: an action plan aiming to minimize perceived instability by employees will be formulated and implemented. It should cover activities such as: d) all employees will be informed if the contract is prolonged or not at least 3 months before their contract ends.	Completed	Procedures and processes have been set within the HR department to achieve this goal. The HR manager always communicates in advance with the head of a workplace so that employees receive information at least 3 months in advance.	2Q 2020	HR department	Methodology guidelines (document); % of employees with temporary contracts (disaggregated by position, gender)
36	STABILITY/SECURITY: an action plan aiming to minimize perceived instability by employees will be formulated and	Completed	Specific training and events for PhD students and postdocs are organised in order to increase their employability and their awareness of different career tracks inside and outside of academia. Specific training based on the annual training calendar are organised for PhD students and postdocs. Training topics are	2Q 2020	Research and innovations support department	Number of events/trainings for PhD students/postdocs;

	implemented. It should cover activities such as: e) specific training and events for PhD students and postdocs will be organized to increase their employability and their awareness of different career tracks inside and outside academia.		determined based on regular meetings with postdocs and PhD students, as well as on surveys regarding the needs of PhD students and postdocs. Annual reports (i.e., the PhD School report, postdocs' platform report, and training report) that evaluate relevant activities and action plans for the next period are regularly prepared and forwarded to the management.			annual training report
37	WAGE POLICY: a new internal wage policy will be adopted that will be in line with the career system	Extended	This action was extended. Priority was given to completing actions related to the recruitment policy and onboarding of new employees. As the wage policy is a very delicate topic, we decided to allocate more months to the action (mainly for internal debates within the Institute).	2Q 2023	HR department	Wage policy adopted (document)
38	WAGE POLICY: analysis of wage levels will be prepared, including gender pay gap analysis	Extended	This action was extended. Priority was given to completing actions related to the recruitment policy and onboarding of new employees. This action is prerequisite for action no. 37, "New internal wage policy."	2Q 2022	HR department	Analysis of wage levels (document)
39	WAGE POLICY: particularly in the group of group leaders and core facility heads, transformation to the system of contractual salaries will be considered	Extended	This action will be included in the overall wage policy (see action no. 37).	2Q 2023	Director	Wage policy adopted (document)
40	GENDER EQUALITY: CEITEC MU will continue in implementation of the	In progress	The 2016–2019 Gender Equality Plan (GEP) was completed (as part of the H2020 project, "LIBRA"). A new GEP was formulated and approved by the management for 2019–2020. For 2021–2023, a third GEP will be prepared and formally approved. It will be	4Q 2022	Director's office, scientific secretary, HR	Regular reporting of the GEP implementation; monitoring of

	2016-2019 Gender Equality Plan. For 2019–2023, new Gender Equality Plan(s) will be formulated [*Gender Equality Plan]		incorporated as part of the HR Award action plan. “GEP actions” will always be marked with the “GEP” code so that the gender equality topic is not marginalised and “lost” in the overall HR agenda.		department (GEP team)	gender-disaggregated data and their assessment
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41	<p>GENDER EQUALITY: specifically, for part of the GEP, CEITEC MU will continue in monitoring the representation of women in decision-making and advisory bodies at the Institute and will always consider the diversity of such bodies [*Gender Equality Plan]</p>	Completed	<p>This action is being implemented on an ongoing basis. The annual report 2018 was amended to also include statistics (including development over time) on the representation of women in decision-making and advisory bodies. A main success was reached in the case of the CEITEC MU Scientific Board, in which the share of women reached 30 % in 2020 (compared to 9 % in 2017, and 13 % in 2018–2019). The representation of women in the management has remained constant at 50 % (in the period of 2016–2020). On the other hand, the representation of women in the Director’s Board has decreased, with 27 % in 2017 and 2018, and 25 % in 2019 and 2020. Representation of female group leaders in advisory committees is, unfortunately, still absent. For the next period of 2021–2024, new, specific actions will be formulated to address the issue of the low representation of women in the Institute’s committees.</p>	4Q 2022	Director's office	<p>Monitoring representation of women in decision-making and advisory bodies; % of women in decision-making and advisory bodies</p>
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42	CAREER: the career system needs to address the importance of mobility experience. Researcher mobility requires an overall analysis to define various types of mobility, gather quantitative and qualitative data on most common barriers for mobility and focus on questions of possible budget evidence centralization, definition of expectations, etc.	Extended	The career system defines the necessity of mobility for individual positions (including the definition of the expected length of mobility). Further discussions and actions must be taken to eliminate the common barriers. The topic must be further developed in the future. After the analysis is presented, we expect new actions to be added to the HR Award action plan for the period 2022–2023.	2Q 2022	Scientific secretary	Mobility analysis (document); monitoring mobility; number of researchers (incoming mobility/outgoing mobility)
43	CAREER: options in offering professional career advice for researchers in cooperation with the MU Career centre will be explored (also based on experience with pilot cooperation in 2018 focused on people in management positions in the Administration Section)	Completed	The Masaryk University career centre is primarily focused on bachelor's and master's students. Unfortunately, a joint discussion did not lead to any agreements on cooperation by the university career centre regarding professional career advice for researchers.	4Q 2019	Deputy director for admin. matters	-
44	CAREER: after actions no. 29, 43 and 53 are accomplished, there should be proper	Completed	An analysis of different aspects of the career system was conducted in order to identify possible weaknesses (from the practical, as well as logical points of view) of the measure. The result was satisfying,	4Q 2019	Scientific secretary	Assessment of the career system implementation (document)

	analysis and assessment of new career system and career development, including amendment proposals		and no adjustments were made. A system of annual control of measures was set up to allow for adjustments, if necessary.			
45	ETHICS: information on complaints/appeals system will be added to information brochure for new employees	Completed	The informational brochure called <i>Your Guide to CEITEC MU</i> (available at: https://is.muni.cz/do/ceitec/new_employees_guide/) outlines how to proceed about complaints. This is described in the Rector's Directive No. 3/2008 – <i>Submitting and processing complaints at MU</i> .	2Q 2021	HR department	Information brochure for new employees (document)
46	CAREER: a postdoc platform will be established. An option of having a representative of the postdoc platform in the Director's Board will be considered.	Completed	The postdoc platform was created in 2018. Postdoc representatives are regularly invited to the group leaders' meetings. Group leaders' meetings were assessed as more relevant than Director's Board meetings. Further, postdocs regularly organise meetings every month. Topics are selected based on mutual agreement (some topics are brought to the table by postdocs, and some by management/administrative departments). Since 2019, postdocs have been organising retreats as well.	3Q 2018	Research and innovations support department	Postdoc platform rules of organisation; number of postdoc platform meetings; postdoc retreats organised annually
47	COMMUNICATION: regular open meetings promoting bottom-up internal communication and connecting different groups of staff will be launched	Completed	In 2019, an exhaustive summary of all of the available ways that different groups of staff can meet and interact together was compiled (including ways that bottom-up internal communication is supported). The analysis showed that each group of employees is offered regular internal events, platforms, and tools that support open communication. Internal communication will be monitored on a regular basis (as part of the PR Report that is prepared annually). Some new actions were formulated for the new HR Award action plan based on the 2019 analysis (see actions no. 26, 51 and 61). See news from 22. 5. 2019 here: http://muni.ceitec.cz/en/hr-award-news/	2Q 2018	Director's office	Analysis of bottom-up internal communication and connecting different groups of staff (document)
48	GOVERNANCE: group leaders' meetings will regularly be held on	Completed	Regular group leaders' meetings are organised, and are chaired by the director (approx. 3–5 times per year, with an average participation rate of 60–70 % of all group leaders). Topics have	4Q 2019	Director's office	Number of group leaders' meetings

	current topics and challenges		included group leaders' discussions on proposals of a new career scheme, recruitment policy, internal budget rules, space allocation policy, etc. Since 2019, group leaders have been receiving all of the background materials to be discussed with the Director's Board. This procedural change has increased the awareness of group leaders about the current agenda and offers a means to participate (comment) in the institutional discussions. The number of group leaders' meetings and number of attendees is monitored and reported on an annual basis to the management.			
49	GOVERNANCE: Group leaders will be supported to participate in university and Institute's advisory and control bodies	Completed	At the institutional level, group leaders participate in advisory committees (i.e., strategy, IT, and space allocation), in the Director's Board and the Scientific Board. At the university level, group leaders are nominated to various working groups and committees that have been established by the rector. Group leaders are encouraged to participate in these bodies actively. In 2018, statement of expectations policy for group leaders, which supports their active participation in the university and institutional bodies, was formulated. Their participation involves regular evaluation interviews between the director and group leaders (evaluation of managerial/leadership skills – see action no. 18).	4Q 2019	Director's office	Monitoring of the participation of group leaders in advisory and control bodies at institute and university level
50	CAREER: specific training for supervisors will be designed and launched to improve their competence in supervising people. The training for supervisors will be included into the overall calendar of training organized at CEITEC MU.	Completed	Specific training for supervisors was regularly organised and evaluated (by collecting feedback from participants). A comprehensive report is prepared annually and presented to the management, which includes summary data on the number of training events, the number of attendees, feedback, and proposed future action points regarding training. Examples of training that was organised: Leadership for Group Leaders (2018), Creativity in Scientific Process and Collaboration (2019), MSCA-IF for Supervisors (2019), SIY Leadership Training (2019), HR Leadership Training for Hiring Managers (2020), etc. Employee training is a continuous process and will be maintained in the future (as part of action no. 53, "Training Calendar").	4Q 2019	Research and innovations support department	Number of training sessions organized; number of attendees; feedback on training monitored; annual training report

51	EVALUATION: a procedure of annual evaluation interviews will be established. The procedure will be in line with the career system and system of training planning.	Extended	The system of annual evaluation is closely linked to action no. 18 on the evaluation of leadership skills of group leaders.	4Q 2022	Scientific secretary	Director's Measure (or internal policy) on employees' annual evaluation monitoring system; number of evaluations
52	REPORTING: monitoring for the system of annual evaluation interviews will be designed and launched	Extended	There is a Director's Measure called <i>On the Evaluation and Rewarding Rules for CEITEC MU Employees</i> . The evaluation usually takes place in the form of an individual interview between the employee and his/her supervisor (head of workplace). In the upcoming period, a unified evaluation process for all CEITEC MU employees will be established, which will be described by a methodology. E-tools are currently being developed to be used in this process.	4Q 2022	HR department	Annual evaluation monitoring system; Number of evaluations
53	TRAINING: for each academic year, a training calendar (plan of all training) will be prepared, based on available grants and centralized funding. Such a plan will pay specific attention to researchers at all research career levels, from PhD students to group leaders. The calendar will be also prepared based on a regular survey on needs of PhD students and postdocs. The calendar	Completed	<p>The training calendar is regularly prepared every year and is published in the calendar on the CEITEC website. Each training is also published in various communication channels (i.e., Facebook PhD students and postdocs groups, CEITEC MU internal newsletter, emails, etc.). The training topics are chosen based on surveys and meetings with PhD students and postdocs. The training calendar contains information about the target group(s) for each training session.</p> <p>Moreover, relevant trainings that are also organised externally or by Masaryk University are promoted to relevant groups of researchers and employees through internal newsletters, Facebook groups, and by emails.</p>	4Q 2022	Research and innovations support department	Calendar of training; surveys; feedback forms; number of trainings for PhD students/postdocs/group leaders

	will also include a recommended sequence of training sessions.					
54	REPORTING: HR monitoring and reporting system, including key performance indicators (KPI) and their target values, is to be revised with a focus on the HR strategy and action plan reporting	Extended	Regular and standardised HR monitoring and reporting was established in 2018 and extended in 2020. The report included data on the number and structure of employees (organised by gender, position, nationality, and contract status). Newly in 2020, data from recruitment were included to show the size and structure of applicants for open positions. The future analytical part and target values are yet to be defined.	4Q 2022	Director's office	Reporting plan and structure of reports approved; reports to the management
55	COOPERATION: raising cooperation between researchers and administrative staff and researchers' involvement in developing new policies, norms, actions through joint working groups on specific topics	New	In the previous period, we learned that the involvement of researchers in HR Award implementation is essential. The narrow view of management or administrative departments must be widened by the view of researchers of all career stages. In the upcoming three years, we want to focus more deeply and systematically on communication and cooperation between researchers, management and administrative support staff. The action will be launched immediately and will continue permanently.	4Q 2023	Deputy Director for Administration	Number of working groups; number of researchers involved in the working groups
56	RECRUITMENT: update of the Director's Measure No. 5/2016 Rules of Tenders for Employee Recruitment	New	In 2020, the Institute successfully adopted the recruitment policy (OTM-R policy) – see action no. 19. As a next step, the internal binding norm will be amended to incorporate the policy, specifying particular responsibilities, procedures, quality standards, etc.	2Q 2021	HR department	Director's Measure on recruitment
57	RECRUITMENT: assessment of the recruitment policy implementation	New	In 2020, the recruitment policy was issued. In 2021, implementation of the policy has been launched. We want to assess how the policy and related Director's Measure are being implemented and if there is a need for its amendment. This will be done on the basis of evaluation the data from 2021 and 2022 as we track the information	2Q 2023	HR department	Report on recruitment policy implementation

			on recruitment and qualitative assessment. The assessment will be used to formulate the following HR Award action plan in 2023.			
58	TRAINING: evidence of employee training will be established and used for career development	New	During our work on the improvement of career development of our employees, we identified a need to have evidence of employee training records (including those from the previous employment/studies). This would help all group leaders and heads of worksites to define and plan future career development together with employees (mostly with early-stage career researchers). We want to establish a system of tracking and recording the completed trainings of all employees and provide heads of worksites with the evidence.	1Q 2022	HR department	Set and implement the system of evidence of training
59	TRAINING: Leaders Training Academy	New	We want to continue in providing group leaders (as heads of worksites and hiring managers) with the means of further development, offering them various types of training opportunities. Successful cooperation with group leaders is essential in our effort to implement new HR policies, and to change internal culture in a desired way. For part of this strategy, we want to define a training plan for new group leaders and core facility heads to help them become good managers, leaders and supervisors. The action is part of a general system of training at the Institute.	1Q 2023	HR department	Training plan for leaders; number of leaders that participated in the academy
60	CAREER: support of networking opportunities (incl. mini teambuilding activities)	New	We want to connect the administration with scientists more and show that all work at CEITEC MU makes sense and that we all create one whole that pulls together. We want to prepare activities and events to connect people from different departments of CEITEC MU.	4Q 2022	Communication department	Number of activities; number of events; number of participants; number of teambuilding outcomes
61	WORKING ENVIRONMENT: "ideas catcher" – support of bottom-up communication through collection and	New	Further improving bottom-up communication (see action no. 47), we want to start systematically collecting the ideas of our employees and ask them what will make them happy at CEITEC MU. As the priorities of the management and of employees can be different, and as there is a limited capacity (both financial and personnel capacity),	1Q 2023	Communication department	Number of registered ideas; number of implemented ideas

	assessment of employees' ideas.		we want to give employees an opportunity to choose the best ideas that will be selected for priority implementation.			
62	CAREER: mentoring system will be specified, promoted and supported	New	Following the adoption of the career system that defines mentoring as one of career development approaches/tools: <i>"The Institute also supports establishment of further relations between the mentor and the mentee. In the case of PhD students, mentoring is also provided by the supervisor and the student ombudsman of the PhD School."</i> (see action no. 29), we want to set up a mentoring programme at CEITEC MU that will help researchers in their career development. We need to define how mentoring will be organised/supported and implemented.	4Q 2022	Research and innovations support department	Implementation/ action plan for mentoring; number of mentor/mentee relationships established (number of mentors, number of mentees)
63	CAREER: a pilot industry PhD programme will be designed	New	There was long-term discussion (at the level of management, at the forum with group leaders, etc.) about adding a new PhD programme that will bring together CEITEC MU research with industry. A consensus has been reached on the positive aspects of such a PhD programme. We want to develop and launch a pilot industry PhD programme and support intersectional cooperation.	4Q 2022	Research and innovations support department	Industry PhD programme established; number of PhD students in industry PhD programme
64	ETHICS: Open Science approach will be further strengthened and unified	New	The Institute is involved in several projects and initiatives that aim to support open access principles (e. g. ORION project – see action no. 10, Masaryk University Working Group, etc.). At the university level an Open Science strategy is being prepared and CEITEC MU is actively participating. In the following period, we will implement the strategy. The experience from the ORION project (see action no. 10) will be very useful. The effective support of Open Science for researchers will be established as well as training in Open Science for increasing awareness on Open Science topics. We will focus primarily on open access and open data. Following action no. 9, we were able to describe the current situation and define researchers' and Institute's needs in the area of repository for research data. We aim to establish the systematic support of repository services for researchers and an increase of green OA publications.	4Q 2022	Research and innovations support department	Number of open science focused events; number/share of OA publications; annual report on open science; number of publications in the repository

65	CAREER: support for mobility of early-stage researchers: increase of mobility of early-stage researchers through improvement of administration support and information service	New	Following the outcomes of the action no. 42, we aim to improve the mobility for incoming as well as outgoing early-stage researchers. In the case of internships, we would like to prepare and update the guideline with all the possibilities of different types of internships for incoming as well as outgoing junior researchers (improving information service to researchers).	3Q 2023	Research and innovations support department	Guideline for researchers about mobility options (incoming/outgoing); number of incoming and outgoing researchers
66	GENDER EQUALITY: communication: gender-sensitive communication policy will be defined and disseminated [*Gender Equality Plan]	New	In the previous phase, for part of the 2016–2019 Gender Equality Plan, CEITEC MU performed an overall analysis of website presentation and information brochures about the Institute from the perspective of using gender-sensitive communication. Results of the external analysis were used for the amendment of all channels of external and internal communication. PR specialists underwent training with an external expert as well. For the upcoming period, we want to define an institutional gender-sensitive communication policy that will serve not only a PR and communication specialist, but all employees of the Institute (e. g. grant officers while writing grant applications, HR managers while communicating with employees and with candidates for a position, etc.). Following the policy formulation, a workshop for employees on gender-sensitive communication principles will be organised.	4Q 2021	Director's office	INDICATORS: gender-sensitive communication policy (document); workshop for employees on gender sensitive communication; number of participants of the workshop on gender sensitive communication; TARGET: 30 employees will participate in the workshop
67	WORKING CONDITIONS: system of feedback (from employees leaving the Institute) collection and analysis will be	New	Feedback from employees leaving the Institute could provide us with valuable information, as these persons tend to be more frank and open. We will launch a system of feedback collection and analysis of received information. Data from exit interviews and questionnaires will provide us with some ideas of what can be done better and whether there are any problems in any field. Data from this will be evaluated regularly and further worked with. Particularly, we will combine a system of a personal exit interview (HR manager with a	1Q 2022	HR department	Design of exit interview and exit questionnaire; number of exit interviews completed; number of exit questionnaires filled

	established (exit interview/questionnaire)		leaving employee) and anonymous exit questionnaire. An employee will have the choice which variant she/he will use.			in; methodology on exit interviews/questionnaires; analysis of exit interviews/questionnaires (annual basis)
68	GENDER EQUALITY: addressing a sexual harassment and bullying in research environment [*Gender Equality Plan]	New	A 2018 report by the National Academies of Sciences (https://www.ncbi.nlm.nih.gov/books/NBK507206/) found that sexual harassment is the most common form of bullying and harassment in scientific research settings, and that gender harassment is the most common form of sexual harassment in these situations. Together with our partners in the EU-LIFE consortium (Working Group on Gender Equality), we plan to improve the existing policy/system in place, including preparation of practice guidelines on how to address bullying and harassment. We want (1) to clarify the definition of gender harassment, (2) detail what can be done to raise awareness and prevent its occurrence, and (3) assess how the Institute can effectively respond to stop this type of harassment, as well as any other type of harassment, under the particularly challenging circumstances (high dependence on academic mentor and project for career success) that trainees and junior faculty in academic research institutes face when being bullied or harassed by a colleague.	1Q 2022	Director's Office	Guidelines on how to address bullying and sexual harassment; update of Work@CEITEC_MU (sexual harassment and bullying section); update of information brochure for new employees (sexual harassment and bullying topic); analysis and action plan (sexual harassment and bullying topic); training for employees on sexual harassment and bullying designed; number of employees trained in the area of sexual

						harassment and bullying
69	ALUMNI: alumni network ambassador/coordinator appointment and formulation of long-term strategy and action plan for the alumni network	New	The alumni network is a complex agenda that relates to scientific collaboration/network, HR management (HR department), scientific events (Communications department), mentoring system (Research and innovations support department), etc. For that reason we want to appoint an alumni network ambassador/coordinator whose mission will be the formulation of a long-term strategy for the alumni network, moderation of discussion of all involved departments, formulation of annual action plans and reporting.	4Q 2023	Scientific secretary	Alumni network coordinator appointed; number of alumni members; alumni network strategy/conception; annual action plan/annual report on alumni network
70	COMMUNICATION: HR Award communication strategy and plan will be prepared and implemented in the period of 2021–2023	New	In the previous period, we learned that effective communication with researchers as a HR Award target group is essential, but sometimes underestimated. In the upcoming three years, we want to focus on communication of the HR Award related topics. We aim to explain WHAT will be done and WHY, HOW and WHEN it will be done as part of the HR Award procedure. A communications lead will prepare a communication strategy and plan for the HR Award actions (to be part of the overall PR strategy and action plans). The HR Award strategy and first plan will be prepared by 2Q 2021 and will be updated on an annual basis.	4Q 2023	Director's office (communications lead)	HR Award communication plan for 2021–2023 formulated and implemented
71	COMMUNICATION: gathering employees' feedback on four areas of the Charter and Code	New	In order to receive feedback from employees, we will design and implement staff survey. The survey will cover all areas of the Charter and Code and will be a major input for the next period of the HR Award renewal process and amendment of the HR Award action plan.	2Q 2023	Director's office	Staff survey designed and implemented; analysis of staff survey

